

CHAPTER 6 USACE TO CONTINGENCY MISSION

6-1. Power Projection. Crisis response is a primary component of the National Military Strategy and therefore, a primary focus of USACE military readiness. It is USACE's mission to leverage the construction industry and its technology base to support the Army in peacetime, lead the industry in support of crisis response operations and leverage locally available assets in theater. Very few of our forces are forward deployed. The Army of today is a power projection Army. It is an Army which is strategically flexible. In support of that flexibility, USACE must be ready to rapidly deploy and initiate support operations anywhere in the world, under any circumstances and with virtually no notice.

6-2. USACE Response. A fundamental tenet of USACE response is that contingency support to combatant commands is a USACE command responsibility. USACE must be prepared to respond strategically as a command and operationally through its individual divisions and districts. This requires preparation for support to MACOM in the U.S. in their deployment roles and to TO commands in the reception, employment and sustainment of forces. The TO mission for the Corps is probably the most demanding and risky. The Corps played a vital role in the success of Operation DESERT STORM (ODS). The initial Corps deployment provided the first and the largest construction and leasing capability in theater. The Corps conducted a rapid response and employed local assets (contractors and host nation facilities) to meet the rapidly growing facilities demands of deploying forces. In the future, the Army envisions a much faster deployment and employment of forces. The fact that Saudi Arabia was unmatched in its relative abundance of available facilities and contractors, indicates how critical future Corps contingency support planning and training will be to provide critical facilities.

6-3. USACE Theater Missions. Current Army doctrine discusses a myriad of missions in support of the spectrum of CINC operations from OOTW to war. USACE supports the CINC through the following:

a. Provision of planning, acquisition and management for contract construction.

- b. Acquisition of local facilities through leasing.
- c. Provision of topographic engineer support.
- d. Provision of technical engineering and environmental support to solve theater problems.
- e. Provision of augmentation capability for logistics services through LOGCAP.
- f. Provision of software support and maintenance of the TCMS.

6-4. USACE Readiness. That USACE exists and has written guidance does not mean that it is ready. Readiness is a function of leadership, organization, organizational culture, plans, training, equipment and experience. All USACE organizations with OCONUS missions must be able to achieve the following at any time, with little or no warning.

a. Command. Throughout the USACE chain of command, commanders must continue to execute their peacetime missions and leverage the personnel and expertise available within the whole command to respond to military contingency missions. The USACE commander must be able to adapt his/her organizational structure and USACE personnel in support of CINC operations.

b. Organization. Philosophically, USACE divisions and districts with TO support missions are already established and organized in much the same manner as they would be to support contingency operations. The district headquarters is the support base for all project support operations. Field offices are established and functionally staffed for specific mission requirements in a limited geographic area and supported by the district Headquarters. Split-basing is routine for the Corps overseas.

(1) All planning, major design and administrative support for field operations are accomplished at the district Headquarters. USACE mission requirements are assessed and additional resources which the district cannot fulfill internally are passed on to higher headquarters. The district is the focal point for control of all USACE resources supporting the theater of operations, regardless of who the customer is in theater.

(2) If the district Headquarters is not within the area of operations, a forward commander will be designated by the district commander. The forward commander will tailor his/her organization and resources to meet the mission requirements. The forward commander is accountable for all USACE personnel in theater. This includes personnel sent into theater for a specific purpose of short duration (e.g., a technical team from a laboratory to assess and solve a unique problem). A large operation may require a forward office with many of the characteristics of a district. The forward office and its personnel must be self-sustaining, unless other support from the supported command has been arranged. All transportation, equipment, supplies, and care of personnel must be brought in or acquired, locally.

(3) Field offices are established to support an enduring workload and consist primarily of functional area specialists. Field offices may be associated with the headquarters of a major subordinate command or a major logistics or operations base.

(4) Teams and liaison. The multiplicity of customers and interests in theater drive a significant liaison and support requirement. Coordination with engineer troop commanders, Army component staff and CINC or JTF staff are essential for USACE mission accomplishment. In addition, it is possible that a USACE support cell may be required by an engineer troop commander (e.g., engineer brigade) to either support his/her operations or coordinate the optimal allocation of engineer tasks between troop and contract capabilities.

c. Organizational Culture. This may be among the most critical determinants of organizational readiness. The organization must have an operational focus as well as its daily program and project management focus. All personnel, including key managers, technical staff, and support staff; must buy into the importance of the contingency mission, the effort it takes to be prepared, and the effort required to support a contingency mission.

d. Plans. The planning process never stops. For success, all planning agencies and their staffs must participate in the effort.

(1) The USACE supporting district must be a participant in

the Army component command planning process and may also participate in the combatant commander planning process. The district provides input to Army component planners in terms of initial personnel deployment and funding requirements based on the concept of operations. The Army component may require the development of a USACE Support Plan.

(2) Internally, the USACE district must develop its own concept of operations based on the input of all supporting functional staff. Plans must be thorough to assure that the deployed organization can begin support operations almost immediately and interface smoothly with its supporting headquarters.

e. Training. USACE succeeds due to its aggressive leadership and highly skilled and experienced work force. USACE is a world leader in many contracting and engineering technical areas. Contingency operations require that USACE focus its leadership and work force to solve crisis response operational problems. Time is at a premium. The command must have personnel trained as individuals, ready to maximize the application of their expertise to theater problems, and organizations ready to shift workloads and priorities to meet the immediate needs of national defense.

(1) Individuals must be functionally trained to operate in an austere environment and apply their skills with a minimal support structure. Independence, resourcefulness and an understanding of military culture and command are required for success. Personnel must be trained to apply their functional skills to a less bureaucratically constrained environment. For example, national building codes do not apply to theater construction, but engineers must know the Army's minimum safety and health standards as reflected in the Army Facilities Components System (AFCS).

(2) As an organization, the district must plan and train to function in an austere environment and a split-based mode. It must be able to support operations in locations remote from the Headquarters, balance mission support for deployed personnel in theater, other district missions, and provide support to the families of deployed personnel.

f. Equipment. USACE must be prepared to support deployed operations using its own or, additional commercially available, equipment. Transportation, communications and automated data processing (ADP) equipment are critical to USACE mission support.

(1) Transportation acquired locally or brought in must be supportable locally and meet operational mobility needs given the condition of the local infrastructure.

(2) Communications must be redundant, whether communicating with higher headquarters or within theater. Communications in theater must be compatible with that of U.S. forces in theater.

(3) ADP which supports district internal needs may not satisfy theater needs requirements. Exchanging information with customers, engineer units and other coordinating agencies may require additional software and data bases. The district's Theater Construction Management System (TCMS) software is the same software that is used by Army engineer troop units and other commands in theater with facilities related missions.

g. Experience. Experience is gained through actual operations and exercises. Experience is perishable. A robust exercise program is vital to organization and individual readiness. The exercise program must be designed to test plans, practice internal operations, train personnel, educate customers, coordinate with other commands and surface issues to higher headquarters.